a favourable issue out of the War would be restored to power with added authority, but with diminished vigour and initiative.

I started by trying to find out what Conservative support was available, and herein I had to depend upon the superior knowledge and experience of Mr. Bonar Law and Lord Edmund Talbot I have already told the story of how we secured the powerful adhesion of Mr. Balfour, who undertook to fill the position of Foreign Secretary. There were two other able men of great influence in the Party who were also ready to assist the new Administration —Sir Edward Carson and Lord Milner. As soon as I was assured of this support I felt confident that my task would be accomplished. In most Governments there are four or five outstanding figures who by exceptional talent, experience, and personality con-stitute the inner council which gives direction to the policy of a Ministry. An administration that is not fortunate enough to possess such a group may pull through without mishap in tranquil seasons, but in an emergency it is hopelessly lost The rest do not count in a crisis. The hummocks that look like eminences in fine weather are quickly submerged in a great flood, when the highest peaks alone are visible above the surface of the waters.

In the Liberal Party there were three or four Ministers, and no more, whose names meant anything to the general public—Mr. Asquith, Lord Grey, and Mr. Winston Churchill. Without any undue presumption I may also add my own name at that date, largely owing to the part I had taken in establishing Old Age Pensions and a national